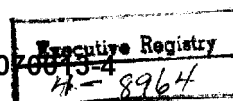


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DDA Memo, 4 Apr 77
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Auth: 270278 By: ☐

Date: 270278 MEMORANDUM FOR: The Deputy Director of Central Intelligence

VIA: Director of Training ☐
FROM: Chief, Management Training Division
SUBJECT: Developing Effective Human Relations in CIA

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1. Skill in handling people, the art of effective human relations, is recognized to be the key to successful management. It is interesting to note, also, that good human relations in an organization are the product of sound management.

2. During the past twelve months the Management Training Division has conducted a program of supervisory training, the Human Resources Program, (a) to assist supervisors to develop skill in human relations, (b) to clarify the role appropriate to Training in advancing sound management practices in CIA, and (c) to determine the management stumbling blocks that are preventing supervisors from achieving effective human relations in their components.

3. Approximately five hundred supervisors have participated in the Human Resources Program to date. The response from these supervisors has been most gratifying. I believe that the program has proved to be a successful and appropriate first step of on-the-job management training that may be applied to all levels of supervision in CIA, with the exception of clandestine operations in the field. (Materials describing the Human Resources Program are attached.)

4. Most of the supervisors that I have met in the course of conducting this supervisory training in eight major components of the Agency are highly motivated and actively interested in improving their management skills, but they are thwarted from doing so by management problems that are brought up consistently in the training groups, such as:

a. Poor communication up, down, and across - as a result of inadequate attention to the use of staff meetings; through misunderstanding need-to-know strictures; and through adherence to channels, at the lower levels of supervision, in excess of the requirements of sound discipline.

b. Very inadequate personnel management practices. There is a particular need for routine and continuing follow-up interviews, and for energizing the Career Service Program.

- c. No guidance for supervisors regarding the basic management policy of the Agency.
- d. Lack of clear definitions of unit and individual responsibilities.
- e. Lack of clear operating policy from the echelon above.
- f. Unwillingness or inability of supervisors at the level above to delegate responsibility and commensurate authority.
- g. The by-passing of lines of clear operating responsibility by high level officials, leaving those with supervisory responsibility for the particular operation uninformed and embarrassed.
- h. The tendency of supervisors to become immersed in substantive matters to the neglect of their management responsibilities; and supervisors who are so busy doing the job themselves that they have no time to supervise those to whom it should be delegated.
- i. Lack of the simplest type of staff planning; very little understanding of the requirements of logistical planning.
- j. Inadequate attention to the importance of personal leadership through "review and inspection of the troops" all down the line, and lack of planning for periodic personal interviews by supervisors at top echelons with supervisors at all echelons below.
- k. Lack of high level coordination to resolve conflicts, duplication, and general confusion that can only be resolved through coordination at a high level.

These problems are not unusual in a relatively young and heterogeneous organization, but if they are to be corrected in CIA there must be direct action from the top.

All the driving motivation and good will in the world cannot achieve effective human relations if there is no basic management policy and there are no authoritative guide lines for all supervisors in the Agency.

5. I believe that the primary management need at this time is for a clear and strong statement of management policy for CIA from the Office of the Director. Under your leadership, such a statement could originate with the Deputy Directors; it could be revised and coordinated with the Assistant Directors; and then be issued by Mr. Dulles as the management policy of the Agency. This would define the principles and provide the practical guides for management that supervisors at all levels, from Unit Chief to DCI, would be directed to apply.

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6. A second need is to promulgate a clear statement of Agency policy regarding personnel management, tied in with a vitalized Career Service Program, and implemented by a strong program of placement follow-up interviewing.

7. A third need is to establish a top executive conference group, made up of the Deputy Directors, the Assistant Directors, and the Deputy Assistant Directors, to receive and discuss reports from the Personnel staff, from O&M staff, and from OTR staff, so that staff workers in the management field could inform top-side of the working problems requiring their attention, and to insure that staff workers in Personnel, O&M, and OTR could base their activities solidly upon realistic operating policy.

8. A fourth, but incidental, suggestion is that a board of junior executives be established - division chiefs, branch chiefs, and section chiefs, a rotating representative group of not more than twenty from across the Agency - to consult with you from time to time to make suggestions for improving management policy and procedures.

9. The reception that has been given the Human Resources Program indicates, I believe, that we are on the right track in making this the basic program for all management training. But the Human Resources Program from here on out will become simply a glorified Sunday school unless the purpose of this training program is to implement top management policy. The same would apply to any other management training.

10. In a word: good management is teamwork. The problem of improving human relations is to eradicate the basic management problems that are preventing the development of teamwork.

There is no reason why CIA cannot become the best managed agency in Government, - we have the people, the money, and the mission; and we have the successes and failures of management practices in Government during the past ten years to guide us.

With strong top-side support, and only with clearly stated policy support from the Office of the Director of Central Intelligence, the Office of Training can significantly improve the quality of management through programs of training and thereby contribute to the development of effective human relations in CIA.

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Attached:
Human Resources Program Materials

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